

Professional and Management Support Services

SWALES AEROSPACE DELIVERS SPACE-FLIGHT HARDWARE

eltsville, MD — Swales Aerospace was selected by the Air **D**Force Research Laboratory (AFRL), Albuquerque, NM, to design and develop a micro-satellite launch carrier system for the XSS-10 Project. This effort, procured via Swales' GSA Professional Engineering Services (PES) Multiple Award Schedule contract, includes design, development, analysis, fabrication, assembly and test and integration of the Sconce Platform System. The Sconce is designed to allow the Air Force to dramatically reduce payload launch costs by creating a secondary carrier that interfaces to the second stage guidance system of a Boeing Delta II Launch Vehicle. This design utilizes unused available volume below the primary payload. The Sconce Platform and the micro-satellite will launch as a secondary payload with a three stage primary payload. This approach reduces the cost to launch the micro-satellite by millions of dollars when compared to a stand-alone launch approach.

Swales engineers and aerospace technicians designed the system; fabricated, assembled and tested the Engineering Test Unit at Swales' Beltsville, MD facility. Design and analysis included: mechanical/structural, thermal, and electrical design; as well as structural and thermal analysis; and fabrication, assembly and unit test at Swales' Beltsville, MD facilities. They also provided support for planning, integration and testing at the Air Force Research Laboratory in Albuquerque, NM. Led by John Safko, a senior Systems Engineer and the Project Manager for this effort, the Swales multi-disciplinary engineering team has received praise for the quality of the engineering support provided, as well as the quality of the delivered products. The Engineering Test Unit of Swales' Sconce Platform System has been delivered, and structural testing at the AFRL in Albuquerque has been successfully completed, paving the way for fabrication of the actual flight unit for delivery in July.

Swales Aerospace, one of the first companies to be awarded a PES contract, has a 20+ year history of providing outstanding aerospace engineering services to NASA, DoD and commercial customers for over twenty years. In the past five years, Swales has become a producer of aerospace flight components and systems for thermal control and integrated thermal and structural components, and has also become a spacecraft and instrument integration contractor. Swales played a significant role in the development of the Johns Hopkins University's Far Ultraviolet Spectroscopic Explorer (FUSE) instrument, successfully launched in 1999. The company was selected last year by NASA to commercialize the Small Explorer (SMEX)-Lite Spacecraft Bus. Later this year, Swales plans to launch their first satellite, Earth Orbiter-1, developed under contract to NASA/Goddard Space Flight Center under NASA's New Millennium Program. More information about Swales Aerospace, including information about how to access Swales' engineering capabilities via the GSA PES Multiple Award Schedule, is available at www.swales.com.

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FUN CLIPS

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EER Systems has been in existence for over 18 years with a successful track record of providing Information Technology Services, Engineering Services,

Program and Business Management Services, and Aircraft Installation/Modification Services to Industry, State Governments, and numerous agencies of the Federal Government. **EER Systems** is a Woman-Owned, Small Business headquartered near Dulles International Airport in Chantilly, Virginia.

The Planning and Program Analysis Division of EER has specialized management expertise in providing acquisition and management support, program analysis, performance assessment, program control, and program planning services to their customers. Our unique skill sets include a broad range of experienced analysts from Defense and Industry with a comprehensive mix of educational backgrounds from technical/engineering fields to business administration. Potential customers should note that we are already qualified to provide immediate service under the GSA schedules listed below:

- Auditing Services (FSC Group 872) and Financial Management Services (FSC Group 874): FSC Class 87; SINs: 872-2(A) Accounting; 872-2(B) Budgeting; 872-2(C) Financial Management Systems Services; 872-2(D) Financial Reporting and Analysis Services; 872-2(E) Financial Planning and Performance Measurement Services. (Contract #GS-23F-0226K)
- Professional Engineering Services (PES) FSC Group 97: FSC Class 871; SINs: 871-1 Strategic Planning for Technology Programs/Activities; 871-2 Concept Development and Requirements Analysis; 873-3

Systems Design, Engineering, and Integration; 871-4 Test and Evaluation; 871-5 Integrated and Logistics Support; 871-6 Acquisition and Life Cycle Management. (Contract #GS-23F-0214K)

- 3. Management, Organizational, and Business Improvement Services (MOBIS) FSC Group 874: FSC Class 8742; SINs: 874-1 Consulting Services; 874-2 Facilitation Services; 874-3 Survey Services; 874-4 Training Services. (Contract # GS-10F-0195K)
- 4. Information Technology Professional Services:
 Includes: IT Facility Operation and Maintenance; IT Systems Development and Analysis Services;
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We are ready to supply all of your planning, programming, and financial management needs!

For more information, please contact:

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MANAGEMENT ENGINEERING ASSOCIATES INTENSIFYING STRATEGIC PLANNING

Strategic planning confronts those actions in the public agency's resource allocation process that are needed to respond to emerging missions. It is usually accomplished at the uppermost levels of agency leadership. *Strategic management* relies heavily on the process of strategic planning.

As you have probably discovered, resources are wasted when elaborate plans are made that do not get implemented successfully. Our recent experience with the Idaho Department of Transportation (ITD) has proven the enormous value of driving the strategic planning process down into the organization to reach the employees who are ultimately responsible for the success or failure of those plans. As discerning observers have noted:

"You will not meet your goals, hit your numbers or make your deadlines — Your people will"

So, how do you motivate your people? In consulting with the ITD, we found that by encouraging subordinate offices to prepare individual *Business Plans*, anchored to the larger goals of the organization, employees will become fully dedicated to the success of "global objectives".

Functional components of the ITD were acknowledged to be *Strategic Business Units* (SBU'S). By cascading ITD goals downward and guiding SBU's through creation of unique, yet compatible Business Plans, employees gained a full understanding of global objectives and commitment to their role in achieving them.

Value to a Public Agency:

This cascading of planning was found to benefit the ITD in a number of ways:

1. Communicating Clear and Consistent Direction

A better understanding of the implications of objectives was promoted. One of the most important outcomes was to communicate the key strategic issues that will affect the subordinate components in the future, especially since increasing rates of technological and environmental change have decreased the response time available - - a situation compounded by limited organizational resources in the public sector.

Allowing SBU's Autonomous Operation, Yet in Concert with Global Mission

The problem was not so much that the various components of the organization lacked guidance but rather, without the integration that planning provided, sub-unit objectives tended to take precedence over global goals, a circumstance that dissipated organizational resources and threatened organizational effectiveness.

Integration through strategy is expected to produce superior results since groups and individuals perform better if they know what is expected of them and recognize how they contribute to the overall progress of the organization.

The Business Plans identify the resources needed to implement them. Operating and capital budget allocations can now be easily justified.

3. Facilitating Employee Training and Professional Development

We have discovered that one of the most effective ways to expose promising junior leaders to the type of problems and issues they will face as top executives is to involve them in the planning process. Planning also identifies the nature of the formal instruction that is necessary to achieve goals or resolve problems and issues.

 Promoting Preparation of Consistent Policies and Procedures

Planning introduces relevant agency policies and allows organizational components (SBU's) to evaluate the amount of difficulty they may encounter in complying with particular policies. Planning makes the reasons for policies understandable and allows variances to be granted coincident with local conditions.

5. Promoting Employee Involvement

Planning expands the perspectives of staff and allows them to make decisions consistent with global missions. Autonomous operation fosters improved employee involvement.

This top-down strategic planning process has proven to be a powerful tool for realizing top management's vision for an agency. It is worthy of consideration by any Federal executive who wants to successfully lead his organization into the future.

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